Senior Leadership Team minutes
26 November 2018

Details of attendees are provided at the end of the minutes.

1. Introductions and apologies

Apologies were received from Elizabeth Denham and James Dipple-Johnstone.

2. Matters arising from the previous meeting

<u>Minutes</u>

The minutes of the last meeting were agreed.

<u>Outstanding Actions</u>

Paul Arnold explained that the report regarding resourcing was still being developed. This would be circulated to SLT once completed.

3. Reporting against the Business Plan – Strategic Policy Executive Directorate

<u>Issue</u>

Representatives from the Strategic Policy Executive Directorate summarised the status of work across their directorates in the form of a SWOT analysis as described in the meeting papers.

Work within the directorates to develop an issue- or theme-based approach to the prioritisation of work was described and welcomed by the group.

The meeting discussed the business plan, particularly the dependencies between Strategic Policy and other business areas, particularly in relation to Intelligence, FOI and High Priority Investigations. The need for strong openness and collaboration between Strategic Policy and FOI Complaints and Compliance Directorate was highlighted, as was the risk to Strategic Policy resources from the need to support High Priority Investigations.

Paul Arnold explained that the "ambition" section of the business plan should include continuous improvement projects, all of which should have clear deliverables and target completion dates. This was not always the case for the Strategic Policy Executive Directorate Business Plan. The "service-focus" section should include progress against KPIs and work delivered through the ICO's public services. The "collaborative" tab should include collaboration

with other Directorates or organisations. There was an element of duplication in the business plan, which should be address to improve progress report.

<u>Decision</u>
The Strategic Policy Executive Directorate Business Plan to be reviewed to ensure that projects have a target completion date and unnecessary duplication is removed.

In future months, the full business plans to be provided as background documents, with the focus in the meeting on the SWOT analysis and reporting against business plan items with a red or amber rating.

<u>Action</u>
Steve Wood to review the Strategic Policy Executive Directorate Business Plan to ensure that projects have a target completion date and that unnecessary duplication is removed.

4. Reporting against the Business Plan – Technology Policy and Innovation Executive Directorate

<u>Issue</u>
Representatives from the Technology Policy Executive Directorate presented their business plan and SWOT analysis to SLT.

It was suggested that the Innovation Department Business Plan should include work to support innovation within the ICO, although the Department was currently externally-focused. SLT welcomed the potential role for the Innovation Department as a catalyst for innovation within the ICO. There would need to be significant co-ordination and dependency management with the Corporate Strategy and Planning Executive Directorate (which would typically deliver the majority of inward-facing initiatives).

<u>Action</u>
Simon McDougall and Lynne Currie to update the Innovation Department Business Plan to include reference to supporting internal innovation.

5. Updates from Executive Team Meetings

<u>Issue</u>
Paul Arnold reported that ET had considered a paper setting out the ICO's position in relation to Internet Harm Regulation, which had been submitted to the DCMS Select Committee. It was agreed that this should be circulated to SLT.

Action
Amanda Williams to circulate the Internet Harm Regulation paper to SLT.

Issue
Paul Arnold asked for one volunteer per Executive Directorate to work as part of SLT sub-groups to focus on Stakeholder Management and Corporate Governance Arrangements. The meetings would be held within the next two weeks, with a view to reporting back to the December SLT meeting.

Action
Each Executive Directorate to inform Chris Braithwaite of one SLT attendee for the sub-groups on Stakeholder Management and Corporate Governance Arrangements.

6. High Priority Cases

Issue
Andy White presented slides setting out the proposed objectives, risks and resources for two High Priority Investigations (HPIs). These investigations had been approved by ET.

Decisions
SLT agreed that the proposed resources were appropriate and the cases should be progressed.

Issue
In future, in advance of reports being submitted to ET to decide whether to instigate a HPI, Andy White would contact Directors to inform them of the resources he would seek for the HPI and ask the Director for answers to the following questions:
- Do they agree with the resourcing level?
- What will the impact of the proposed resourcing level be on their Directorate's work?
- What are the potential benefits of the HPI to their Directorate's work?

This information would be provided to ET when deciding whether to instigate the HPI, which would allow ET to consider the implications of the HPI on the ICO's scheduled work.

SLT suggested, and Andy White agreed, that the resourcing questions set out above should be completed for these two HPIs, for information.

Decision

SLT agreed that this approach was appropriate for future Priority Cases.

Action
Andy White to conduct the HPI resourcing exercise (retrospectively) the two HPIs.

7. Staff Survey

Issue
Louise Byers presented the initial results of the Staff Survey, which would published on ICON. Detailed results would be circulated to managers for discussion with their teams.

The results were positive, with a healthy response rate and plenty of constructive feedback on which to base future improvement plans.

Paul Arnold explained that there would be a range of people-related communications over the next couple of weeks, including communications in relation to the next stage of pay negotiations. Paul Arnold would share this communication with SLT before it was published on ICON.

Action
Paul Arnold to share communications regarding pay negotiations with SLT before they are published on ICON.

8. Risk and Opportunity Register Review

Issue
The Risk and Opportunity Register was presented for review.

Decision
SLT agreed that the risk relating to a HPI should be reviewed in light of progress made with regulatory action and the recent appeal.

Action
Chris Braithwaite to ensure that the risk relating to the HPI is reviewed.

9. Any Other Business

Issue
Suzanne Gordon reported that she and Mike Fitzgerald would circulate an email to SLT to provide an update regarding progress with the Data Protection Casework and Customer Contact caseloads.

Action

Suzanne Gordon and Mike Fitzgerald to circulate an email to SLT regarding progress with the Data Protection Casework and Customer Contact Caseloads.

Issue
Paul Arnold suggested that SLT meetings should be extended to two hours, to ensure sufficient time for discussion of the Directorate Business Plans.

Action
Chris Braithwaite to extend SLT meetings to two hours.

Attendance
Members

Paul Arnold (Chair)	Deputy Chief Executive Officer (Executive Director – Corporate Strategy & Planning)
Jonathan Bamford	Director of Strategic Policy (Domestic Policy)
Emma Bate	Director of Legal Services (Policy and Commercial)
Gill Bull	Director of FOI Complaints and Compliance
Louise Byers	Director of Corporate Affairs and Governance
Steve Eckersley	Director of Investigations
Mike Fitzgerald	Director of Digital, IT and Customer Services
Suzanne Gordon	Director of Data Protection Complaints and Compliance
Andrew Hubert	Director of Resources
Ian Hulme	Director of Regulatory Assurance
Simon McDougall	Executive Director – Technology Policy and Innovation
Anneke Schmider	Director of Strategic Policy (International)
Andy White	Director of High Profile Investigations and Intelligence
Amanda Williams	Director of Strategic Policy (Parliament and Government Affairs)
Steve Wood	Deputy Commissioner (Executive Director – Strategic Policy)

Attendees

Robert Parker	Head of Communications
Peter Brown	Acting Head of Technology Policy (for item 4)
Lynne Currie	Head of Innovation (for item 4)

Secretariat

Chris Braithwaite	Senior Corporate Governance Manager